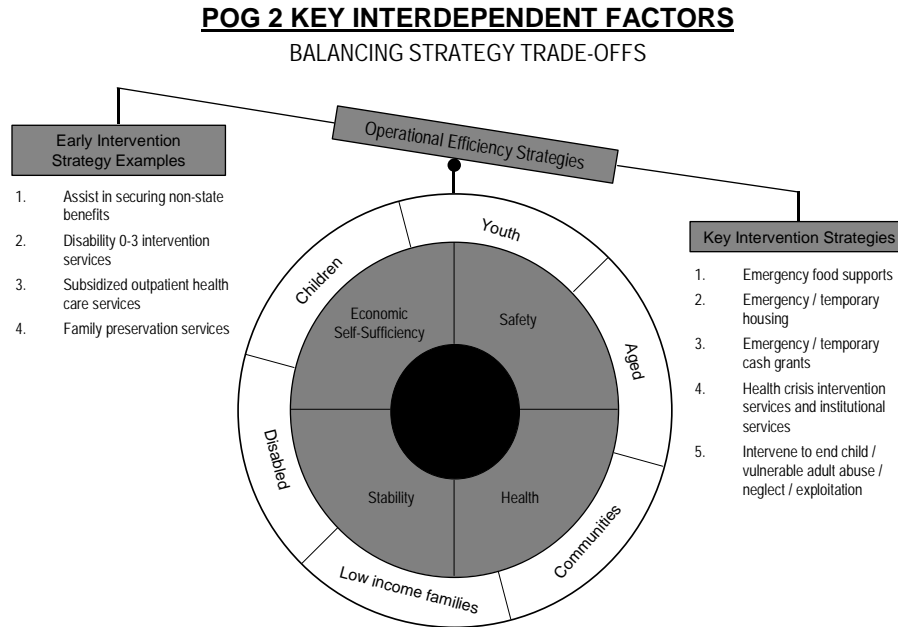


Improve the Security of Washington's Vulnerable Children and Adults Tollgate #2

1. Map of Causal Factors



2. Assess the performance progress in this result area-Update (New information since Tollgate #1 only)

- Additional research on drug addiction treatments for Supplemental Security Income clients was recently identified that supports cost effectiveness of this early intervention.

3. Propose high-level purchase strategies for this result area. What are the key areas where the state should take action, and how (if known at this point)?

A. The following are the high-level purchase strategies for this result area (organized by factor, then roughly along prevention-to-intervention continuum):

Economic Self-Sufficiency

- 1) Ensure availability of living wage jobs
 - Promote healthy economy/business climate
 - Promote community planning

- 2) Ensure adequate job preparation
 - Ensure school success
 - 0-3 interventions for children w/ disabilities
 - Provide early child education interventions to low income children
 - Ensure K-12 students make real academic progress
 - Ensure qualified students have access to higher education
 - Provide vocational training for spec. ed. youth 14-21
 - Promote personal responsibility/work ethics/job soft skills
- 3) Remove barriers to employment or job retention
 - Ensure access to health services (see Health section)
 - Expand access to safe, affordable housing near jobs (see Stability section)
 - Ensure adequate public transportation near jobs
 - Ensure access to safe, affordable child care (see Stability section)
 - Promote community planning
 - Provide supports/incentives for employers that hire workers with significant disabilities
 - Promote healthy personal behaviors
- 4) Provide job retention supports
 - Provide job coaches for workers w/ poor work soft skills
 - Provide employment supports for adults with disabilities
- 5) Provide application assistance to individuals eligible for non-state income supports/benefits
 - Federal benefits (Veterans, SSI/SSDI, food assistance, housing)
 - Child support
- 6) Provide emergency/temporary resource supports to those in crisis
 - Food supports
 - Emergency/temporary housing
 - Emergency/temporary cash grants

Health

- 7) Promote healthy personal behaviors
 - Promote general health literacy
 - Prevent/reduce obesity
 - Prevent/treat substance abuse disorders
 - Prevent/reduce tobacco usage
 - Promote physical exercise
- 8) Promote adequate supply of quality providers
- 9) Expand access to health insurance

10) Provide 0-3 early identification/intervention disability remediation services

11) Promote usage of early intervention/least restrictive services

- Coordinate behavioral health, physical health and long term care service interventions
- Institute chronic care management practices
- Reduce usage of institutional settings to serve long-term care clients
- Provide discharge planning for patients leaving institutional settings (ensure linkages to outpatient treatment and housing providers)
- Provide protocols regarding transition to palliative versus intervention services

12) Provide behavioral health crisis intervention services

- Expand involuntary commitment services for behavioral issues (in addition to mental health issues)

Safety

13) Regulate service providers that work with vulnerable children and adults

- Set quality standards
- License providers
- Inspect providers
- Investigate complaints made about providers

14) Provide discharge planning for youth/adults released from institutional settings

- Ensure linkages with mental health/substance abuse/housing service systems

15) Prevent/intervene to end homelessness

- Ensure access to safe, affordable housing
- Ensure access to substance abuse treatment
- Ensure access to mental health treatment
- Reduce un/underemployment

16) Prevent/intervene to end abuse/neglect/exploitation

- Prevent/intervene against family violence
- Investigate and intervene in child abuse/neglect/exploitation
- Investigate and intervene in adult abuse/neglect/exploitation
- Investigate complaints regarding out-of-home care providers
- Provide safe out-of-home care as needed

Stability

17) Promote community infrastructure (aka collective efficacy)

- Promote community planning
- Encourage the development of community services

18) Ensure access to adequate nutrition

19) Ensure access to safe, affordable housing

20) Ensure access to stable employment/family income

21) Ensure access to basic health care services

22) Promote consistent caregiving

- Provide family preservation services for families in which children are at-risk for out-of-home placement
- Reduce staff turnover in child care and adult long-term care settings

23) Ensure access to safe, affordable child care or adult day care

24) Secure permanent placements for children who cannot live with their parents

Overarching strategies

25) Increase intra- and cross-system coordination

26) Develop data driven decision support systems

27) Perform quality assurance of services purchased or provided

- Training
- Outcomes measurement

28) Promote use of research or evidence-based best practice

Disseminate research/best practice findings to practitioners

Expand use of performance based contracting

End reimbursements for services known to be ineffectual

29) Reduce tort liability exposure

B. The key areas where the state should take action, and how, are:

1) Provide a basic safety net for vulnerable children and adults

- Emergency food supports
- Emergency/temporary housing
- Emergency/temporary cash grants
- Health crisis intervention services (including institutional services)
- Interventions to end child/vulnerable adult abuse/neglect/exploitation

2) Invest strategically in early intervention services to at-risk populations to reduce the need for intervention (basic safety net) services.

a) Continue to evaluate funding distributions among strategies to determine the most effective mix of services to ensure the basic safety net and provide for early intervention services to the extent possible.

b) Invest in services/activities that work

- Prioritize spending on activities that provide evidence-based outcomes
- Develop data systems that can support decision-making
- Invest in activities that balance cost-effectiveness with quality of care
- Support research to expand knowledge base.

c) Serve clients in most appropriate, least-restrictive quality care setting

- Clients with behavioral issues who do not need inpatient psychiatric treatment
- Clients with developmental disabilities
- Veterans

d) Increase effective prevention through coordination with result areas that affect/support the state's social services system

- Education
- Health care
- Workforce development
- Public safety

e) Support the development of capacity in communities to meet their own needs

- Regional and local governments
- Non-profits
- Other community partners (e.g. businesses).

4. Provide guidance to agencies for budgets, analysis and legislation

A. Identify operational or legal barriers to the implementation of the high-level strategies.

- Propose tort law changes that will increase the state's ability to manage risk and fiscal liabilities.
- Propose necessary changes to state institution mandates that limit the state's ability to achieve system-wide efficiencies.
- Size of system results in efficiency and flexibility trade-offs. There are operational mobility barriers to quick implementation changes.

B. Identify opportunities to reduce the price or improve the efficiency of current services.

- Target the population segments that are best served in an institutional setting and serve the others in a more appropriate community setting.
- Increase caseload management consistency in the field service offices to improve service equity and realize potential savings..
- Prioritize, further develop, and coordinate key strategic partnerships (buyers/suppliers) to increase community capacity for prevention services. The partnerships could include nonprofits, local governments and state agencies.
- Identify the necessary information system updates necessary to support increased integrated services and partnerships and increase the state's ability to manage services across systems.

C. Identify new initiatives and areas of budget focus that should be pursued based on Tollgate #1 and #2 analysis.

- Further the development of the Medicaid Integration Initiative that coordinates the service delivery of primary, acute, long-term care, mental health and chemical dependency to slow the progression of illness and disability, and improve the health outcomes.
- Evaluate children's mental health services to determine potential benefits of program redesigns.
- A potential budget focus could be to conduct vulnerable children and adult institution review. Better defining the target populations that are best served in institutions may identify populations that currently reside in institutions that may be more appropriately served in less restrictive settings at lower costs.

D. Identify specific research projects and budget proposals that may aid the team's development of the detailed purchase plan in the fall.

- Conduct research for WorkFirst services that solicits input from targeted vendors, service providers and agency sources to identify potential service changes that better match community capacities.
- What are the cost control actions that best manage the upward cost pressures of the significant, core intervention activities? What are the fiscal measures that demonstrate we are paying the right price for these core activities?
- A study for the costs and benefits of prevention and early intervention programs for at-risk youth is currently being conducted and is scheduled to

have recommendations this summer. This study should be valuable to help prioritize early intervention services.

- Conduct a literature review on research that identifies where social services contribute to success in school, including readiness to learn, support services for high risk families, food and anti-poverty projects, physical and mental health services for students and their families.
- Evaluate data on projects that case manage or connect mentally ill individuals leaving prison or jail with community mental health services.
- Conduct research that identifies high-risk clients and possible interventions or prevention strategies by retroactively reviewing high cost users of public services and their history of interaction with public social services, public education, and the criminal justice system. Use this data to identify trends and patterns of individual and family behaviors that result in high public cost and possible interventions or prevention services that could make a difference. This research could have a medical component as well.